

Successes and Challenges



The CDCR Story



Governor Schwarzenegger is committed to reforming the CDCR.



State's Largest Public Safety Agency Reorganized

The Governor's Reorganization Plan (Chapter 10, Statutes of 2005) was signed into law by Governor Arnold Schwarzenegger in May 2005, creating the California Department of Corrections and Rehabilitation (CDCR) on July 1, 2005.

This effort consolidated the operations of the various departments and boards within the former Youth and Adult Correctional Agency into the new California Department of Corrections and Rehabilitation.



San Quentin State Prison is one of the oldest operating prisons in the nation.

Public Safety Scope

The CDCR operates all state adult prisons and juvenile facilities, oversees a variety of community correctional facilities and other important correctional facility responsibilities, and supervises all adult and juvenile parolees during their reentry into society.

There are 33 state adult prisons, and eight juvenile facilities ranging from minimum to maximum security custody. In addition there are more than 40 minimum custody camps where adult inmates and juvenile wards are trained to perform as firefighters and provide community service. Twelve community correctional facilities in California, as well as several out-of-state private facilities, also house state inmates.

Throughout the state, there are more than 200 parole units and offices at nearly 100 locations serving adult and juvenile parolees. This is in addition to 19 reentry centers and two restitution facilities that are operated by public or private agencies under CDCR contract.

The Department also contains three entities with specific missions that support the incarceration and rehabilitative mission of the Department.

The first, the Board of Prison Hearings, conducts all parole and parole revocation hearings and proceedings.

The second, the Corrections Standard Authority, is responsible for inspection and standards for correctional facilities at the local level, developing and maintaining of hiring standards for peace officers on the local and state level, and administering grants to programs and evaluating performances of those programs.

The third, the Prison Industry Authority, operates more than 60 service, manufacturing, and agricultural enterprises in 22 California institutions. PIA's 6,400 job assignments provide work opportunities for approximately 8,000 inmates per year.

Reorganization Effort Spurs Change – And Faces Immediate Challenges

Since the July 2005 reorganization of the CDCR, the Department has diligently focused on improving services for the inmates, wards, and parolees while enhancing staff safety.

These changes have occurred during a difficult and challenging time in California corrections history. Severe overcrowding and past budget cuts to rehabilitative programs have placed an enormous pressure on the prison system statewide. CDCR staff has remained steadfast in its mission to reintegrate rehabilitative programs for inmates while addressing the challenges of overcrowding.

Comparative Statistics, (or “CompStat”), begun in January 2006, is an example of that willingness of the various department and division program areas to discuss their challenges, goals, and accomplishments among some of the harshest critics they know – their peers and the stakeholders who depend on the outcomes.

The reorganization has been a rewarding, albeit difficult, process since July 2005. This document captures both accomplishments and several critical challenges that have impeded progress in three key areas:

- Attempts to offer rehabilitative options and skill development within the incarcerated environment is blunted by the challenges of inmates living in dayrooms and gyms where rehabilitative programs once flourished;
- Providing comprehensive support to inmates in a pre-parole setting as well as to parolees returning to their communities is difficult with existing and identified community resources; and
- Meeting the expectations of the courts, juvenile justice experts, and ward families to immediately offer enhanced treatment is complicated as administrators race to implement six court-approved remedial plans intended to provide a community-level of therapeutic care to juvenile offenders referred to the Division of Juvenile Justice.



Despite these stubborn challenges, exciting developments have occurred in key areas of this Department: adult operations and programs; parole services; juvenile treatment and services; health care services; vocational education training for inmates and wards; and recruitment.

(Below) Overcrowding in adult prison gyms and dayrooms makes it difficult to deliver rehabilitative services.





Overcrowding Slows Rehabilitative Mission

The Division of Adult Institutions has met the overcrowding challenge head-on, looking for both short-term and long-term solutions in an innovative manner. For the short-term, out-of-state and community-based beds have been the only reasonable options. For the long-term, construction of new facilities and expansion of rehabilitative programs and partnerships with various community-based organizations, is key to providing a high level of public safety. New rehabilitative programs will help inmates and wards released on parole to integrate back into the communities from which they came and will help reduce the tragic cycle of revictimization of our citizens and the reincarceration of the offender.

The innovations don't stop there. The department is prepared to take new and proven approaches to working with female offenders by transitioning them back to their communities during their incarceration, and working in the parole setting with the community-based organizations that support reunifications with families and children.

There are aggressive plans to bridge substance abuse treatment and services into the parole environment, while concentrating efforts to improve programming, and monitor progress of existing programs. Overcrowded institutions, however, have hampered many efforts to expand these programs because the institutions have literally run out of room for critical programming as inmates are housed in gyms and dayrooms in a maze of double- and triple-bunked temporary living quarters.



Sending inmates out-of-state has served as a temporary solution to the overcrowding California faces in adult prisons.

Sex Offenders Drive Parole Resources

In the parole environment, the expectations by the public of the role of our parole agents have expanded to include caretaker, landlord, and guardian of public safety with caseloads far exceeding any reasonable capability.

To address this, the CDCR is aggressively working with local public safety organizations to identify parolees prior to their release from prison so that local communities and the Department can manage the supervision of those that are most likely to pose a risk to the public, such as high risk sex offenders. This supervisory role will be a shared goal between the state and local public safety agencies to best manage the parolee population and reduce the rate of recidivism.



GPS monitors are effective in tracking parolees.

California leads the nation in the use of global positioning satellite monitors or GPS bracelets on the highest-risk parolees. This technology allows law enforcement on the state, county and local level to easily monitor the whereabouts of parolees.

Extraordinary public interest in the monitoring, supervision and as needed – arrest of high risk sex offenders – has significantly impacted CDCR's ability to provide the end-to-end services that are necessary as inmates migrate from prison into the communities from which they came.

Created Division of Addiction and Recovery Services

CDCR reorganized the Office of Substance Abuse Programs (OSAP) in February 2007, renaming it the Division of Addiction and Recovery Services. It will be elevated in CDCR to be on par with the Division of Adult Institutions and Division of Adult Parole Operations. The former director of the state Department of Drug and Alcohol Programs was appointed to lead this new division in February 2007. The new division chief has nearly three decades of experience in drug prevention policy, rehabilitation services and community outreach on intervention strategies.

Scope of DJJ Reforms Slows Improvements

Working with special experts under a stipulated agreement, the Division of Juvenile Justice filed six remedial plans with the courts in the areas of sexual behavior treatment, ward with disabilities, education, health care, mental health treatment, and safety and welfare. The division has an aggressive agenda to fulfill necessary tasks laid out in the plans, and has secured the necessary funding to get those initiatives moving in this legislative session.

Despite these landmark remedial plans, the public, prisoner rights groups and some government entities including the legislature understandably have criticized the slow pace of the implementation of the remedial plans while several thousand wards await critical therapeutic services. Hiring of needed counseling and therapeutic staff continues, while administrators plan the necessary programs in facilities built many decades ago and designed for a different purpose than for the treatment needs required today.

Challenges aside, the following list of actions and accomplishments delivered by the individual divisions and offices of CDCR since July 2005 serves as evidence of the CDCR's potential to provide a high level of public safety and necessary programs and services to inmates, parolees and wards.



DJJ wards benefit from group and counseling activities.

Innovations in Inmate and Ward Programming

Prison Rape Elimination Act

The CDCR is a national leader in implementing the Prison Rape Elimination Act. In March 2006 the management of all four female prisons were trained on gender responsive principles, strategies and safer prisons for women as related to the Prison Rape Elimination Act (PREA). These guiding principles and lesson plans were created by a Prison Rape Elimination Committee first formed in 2004, which then crafted the Department PREA policy, approved in January 2006.



California prisons attract international interest. Baroness Patricia Scotland (center right), who heads the United Kingdom's version of the CDCR, chats with inmates from the honor yard at California State Prison – Los Angeles County.

Behavior Modification Unit Implementation

In November 2005, a Behavior Modification Unit (BMU) pilot program was implemented at High Desert State Prison. BMU programs were successfully initiated at five additional prisons in October 2006. The BMU is a 4-step program that teaches inmates to modify recalcitrant behavior, eliminates and reduces the opportunity to repeat the behavior, and provides non-disruptive inmates the ability to program without continual interruption. This provides a path for inmates with disciplinary challenges to return to the general population — which is typically less expensive than the higher security housing areas — to function in a safe and compliant manner.

Estelle Transitional Program

In August 2006 an in-cell, pre-release transitional pilot program was implemented in the Security Housing Unit (SHU) at Pelican Bay State Prison. The program is being designed specifically for inmates who will parole from a SHU back to their communities or for inmates who will be released back to the General Population. The program implementation began in March 2007.

Establishment of an Alternative to Violence Program

In July 2006, the Alternatives to Violence Project (AVP) in California established a local chapter and program at High Desert State Prison in Susanville. The program graduated 30 inmates in February 2007. The AVP project is a nationwide and worldwide association of volunteer chapters offering experiential workshops in conflict resolution, responses to violence, and personal growth. Program growth to other institutions is expected.

Close Corridor Program in the SHU at Pelican Bay State Prison

The Close Corridor Gang Suppression Program in the Security Housing Unit (SHU) was established in 2006 at Pelican Bay State Prison. This program moved the most influential prison gang members to a separate portion of the PBSP SHU Facility, where staff are able to monitor closely communications and activities, and suppress the impact of prison gangs. The Department began expanding the efforts of the Close Corridor Program in 2007 to the remaining SHU and General Population prisons.

Mental, Dental, Healthcare Improvements

Delivery of a community-level-of-care for adult inmates for mental health, dental, and access for the disabled has progressed despite nearly a decade of litigation. Long-term changes include stand-alone medical facilities and faster delivery of services for inmates with acute and chronic medical and mental health needs. Recently, the appointment of a federal receiver for health care has resulted in changes in recruitment incentives to hire medical staff at competitive wages.

Living Units Begin Downsizing

Positive changes at the Division of Juvenile Justice (DJJ) N.A. Chaderjian Youth Correctional Facility in Stockton represent the initial stages of the Division's reform efforts. For example, these changes have proven that reduction in living unit size can significantly reduce levels of violence. In August 2005 intake was stopped at N.A. Chaderjian, with the exception of certain special needs youth. As a result, the living unit sizes at that facility dropped from close to 50 to under 30 in most cases. Data from the five months prior to the



The Reverend Rick Warren, author of *The Purpose Driven Life* speaks to CDCR inmates.



The chapel at the DJJ N.A. Chaderjian Youth Correctional Facility.

population reduction (e.g., April – August 2005) compared to the same five-month period this year (e.g., April – August 2006) shows that the rate of group disturbances decreased by more than 70 percent; the rate of youth on youth batteries decreased almost 20 percent; and the rate of youth assaults on staff decreased 80 percent. Furthermore, there have not been any administrative lockdowns or limited programs in 2006. Additionally, the student attendance rate at school increased by approximately 50 percent over this period.

Gang Operations

Office of Correctional Safety “Strike Teams” Assist Prisons to Reduce Violence and Gang Activity

A team of the Office of Correctional Safety (OCS) and institutional personnel responded to Calipatria State Prison for 10 days in April/ May 2006 following a series of staff and inmate assaults and evidence of increased gang activity. More than 80 inmates and their property were searched, 31 prison gang members and associates were validated, 69 disruptive group validations were initiated, and the gang leadership was removed and transferred.

A team of OCS and institutional personnel responded to Ironwood State Prison for eight days in July 2006 to address an increase in riots and identify and remove gang leadership from the prison. Approximately 126 inmates and their property were searched resulting in the seizure of more than 300 gang-related source documents, 12 Mexican Mafia gang members and associates were validated, and more than 90 disruptive group validations were initiated.



Female Offender Programs and Services

The Female Offender Programs and Services (FOPS) continues to move aggressively in its efforts to improve female offender programming, outcomes, and services that ensures continuity between institutional and community-based programming.

The female offender reform effort recognizes the importance of developing gender-responsive strategies to address the specific needs related to female offenders. This reform emphasizes policies, programs, and procedures that foster personal growth, accountability,



self-reliance, education, life skills, workplace skills, and maintaining family and community relationships. This will ensure female offenders' successful rehabilitation and reintegration into society, thereby reducing recidivism.

Female Offender Population Statistics

In August 2005, the CDCR established mechanisms to capture previously-unavailable statistics relative to the female offender population, *e.g.*, number of female offenders eligible for Community Correctional Facility placement, that are crucial to the implementation of housing and classification goals.

Bonding Mother with Babies and Parent/Child Visitation Program

The Bonding Mother with Baby Nursery is designed for 20 female offenders and their babies. It allows pregnant offenders to bond and care for their child for an extended period. The Parent/Child Visitation program will work to build and strengthen systems of family support and family involvement during the period of a mother's incarceration. Both programs are located at the California Institution for Women. The parent/child visitations began in December 2006 and the baby nursery will activate in May 2007.

Cosmetology Testing

The CDCR worked with the Board of Cosmetology to bring on-site testing at Valley State Prison for Women and Central California Women's Facility for cosmetology licensing for female offenders who have completed the license requirements. The first licensing test was held in December 2006 and four out of nine women successfully passed the test and received licensure. Additional testing is scheduled for mid-year 2007.

Efforts to Reduce Overcrowding

California Out-of-State Correctional Facilities (COCF)

- On June 27, 2006, Governor Schwarzenegger requested a Special Session of the Legislature to present the CDCR's Emergency Bed Plan, including recommendations, such as new construction, additional housing units at existing prisons and out-of-state beds.
- On Oct. 4, 2006, Governor Schwarzenegger issued the Emergency Proclamation authorizing out-of-state placement of California inmates.
- On Oct. 19, 2006, the CDCR entered into contracts for 2,260 beds with the GEO and CCA Corporations for five out-of-state facilities.
- On Nov. 3, 2006, 80 inmates were moved to West Tennessee Detention Facility despite numerous court actions attempting to block the move. The COCF routine monitoring and training team began official monitoring on Dec. 4, 2006.
- In mid-November 2006, the CDCR began discussions and planning for the involuntary placement of CDCR inmates out of state.
- By Dec. 18, 2006, the CDCR began transporting 80 inmates a week to the Florence Correctional Facility in Florence, Arizona.

Rehabilitation – Vocation, Education and Job Training Programs

Commercial Diving Certification Program for Inmates offered at the California Institution for Men

In December 2006, the Prison Industry Authority re-established the commercial diving program Marine Technology Training Center at the Chino prison as part of the CDCR rehabilitation efforts. The program has a renowned history of educating and training inmates as commercial divers, and provides graduates with employment opportunities in such areas as underwater construction, dam repair and maintenance, welding, harbor diving, and offshore oil drilling. Nearly 100 inmates a year are expected to matriculate through this program.



Camps

The Adult Conservation Camp program, according to the California Department of Forestry and Fire Protection (CalFire) 2005 data analysis, demonstrated the camp program provides an average of three million hours of firefighting and six million hours of community service each calendar year from 42 camp locations.

CDCR inmate firefighters provide millions of hours of public service every year.





San Quentin State Prison recently graduated inmates from an innovative program certifying them to counsel other inmates with substance abuse problems.

Job Training for Construction Industry

The National Center for Construction Education and Research program is a certification program for all building and construction trades. It enables inmates to obtain nationally recognized certification upon completion of course requirements. In 2006, there were 343 statewide vocational students who received NCCER entry-level completions.

Increasing Access to Vocational Education

The CDCR is actively involved in promoting nationally recognized certifications and apprenticeships as a means to validate vocational training programs. In fiscal year 2005-06, 1,037 vocational certifications were issued. Classes include but are not limited to trades such as Automotive Service Excellence/Air Conditioning Technician certifications; Automotive Refrigeration Certifications; Painting; Heating and Air Conditioning; Masonry; Plumbing; Residential Electrical; Computer Service Technician and Certified A+ Computer/Electronics Technician Certified Welding Certifications (National American Welding Society).

Modular Building Program Implementation

In 2005, Folsom State Prison in coordination with the Prison Industry Authority, established a modular building program, employing 82 to 120 inmates. The program is designed to allow inmates to gain valuable skills, which will help them integrate into society upon release.

Increased Access to College

The Office of Correctional Education (OCE) supports a variety of college programs that assist inmates with the opportunity to obtain a college degree without using state general funds. The largest provider of college correspondence programming is the California Community College system. Patten University, a private university, provides on-site instruction at San Quentin State Prison. In addition, the OCE provides college support through the Incarcerated Youthful Offender, Federal Grant Program (described below).

The CDCR has steadily increased enrollment over the past two years, from 2,701 in Fall 2004 to 4,236 in Spring 2006. This resulted in 130 associate degrees earned, and one masters degree. This has been in large part due to the partnership with various colleges. The CDCR currently has partnerships with the following colleges:

Coastline Community	Available to all institutions
Chaffee Community College	Available at California Institution for Women
Lassen Community College	Available at High Desert State Prison, California Correctional Center, and Pelican Bay State Prison
Palo Verde Community College	Available at Ironwood and Chuckawalla Valley State Prisons
Patten University	Available at San Quentin State Prison
Riverside Community College	Available at California Rehabilitation Center

PIA Forges Innovative Partnership with Carpenters Union

The PIA and Carpenters Union Local 46 developed a collaborative pre-apprenticeship program that teaches inmates construction skills



Despite overcrowding challenges, some institutions are able to offer certification programs to eligible inmates.

that can assist them in obtaining employment upon parole. After completing the training, paroled inmates are eligible for placement in the Northern California Carpenters Apprenticeship Program. So far, nearly 40 inmates have graduated from the program. The program is designed to graduate some 150 inmates a year from Folsom State Prison and California State Prison, Sacramento, where the programs are run.

PIA pays the initial union dues and provides a full complement of tools to inmates who complete the program and enter the union. The union receives trained candidates while inmates obtain valuable preparatory training for entrance into the labor market. There are plans to expand this program to other institutions.

Transitional Reentry

SB 618 Program Expansion

The SB 618 County Assessment Program is a collaborative effort between the CDCR and San Diego County to equip offenders with the tools and services necessary to be successful in their reentry to the community, and thus reduce recidivism rates locally and statewide. The CDCR develops multi-agency plans to prepare and enhance nonviolent felony offenders' successful reentry into the community. The intended outcome is ensure that inmates ready for parole have been properly evaluated, and that the necessary programming be identified when they return to their communities in an effort to provide a continuum of care and services to support parolees.

Parolee Employment Program

The Parolee Employment Program (PEP) began services in January 2004 and is administered by community-based contractors, which provide workshops and employment services to parolees at selected parole sites. Since the inception of the PEP program, 9,866 parolees have received services. CDCR research indicates that those completing the PEP program return to custody at a rate of 40 percent compared to the non-participant rate of 54.7 percent.

COMPAS (Correctional Offender Management Profiling for Alternative Sanctions)

The Division of Adult Parole Operations (DAPO) adopted the use of COMPAS, a nationally recognized scientific risk/needs assessment tool used by correctional facilities and county jails nationwide. A pilot program began in July 2005. COMPAS has since been integrated as part of DAPO's continuing efforts to measure the success of programs.

Statistics show that prior to using the COMPAS program in 2005, approximately 6,037 inmates were assessed. Since the program expansion and implementation of COMPAS in March 2006, more than 30,000 COMPAS assessments were completed. Generally, the COMPAS risk and needs assessment tool is used some six months prior to an inmate being released on parole. It gives a parole agent the information necessary to supervise the parolee appropriately, including the kinds of services and housing needs of that parolee.

Police and Corrections Team Program

The Police and Corrections Teams (PACT) program established partnerships with local law enforcement agencies, and contracted community resource coordinators to ensure that parolees can apply for jobs, driver's licenses and other necessary services upon return to their communities. The PACT orientation meetings are mandatory for newly-released parolees in most geographical areas.

Expansion = Increased Participation

- The PACT program was expanded statewide and currently provides services at 62 locations in California, emphasizing the high risk sex offender population.

- During fiscal year 2004-05, DAPO served 34,406 parolees through the PACT program, and during fiscal year 2005-06, it served 39,374 parolees. As such, it is projected that 39,498 parolees will be served through the remainder of fiscal year 2006-07.

Transitional Case Management Program – Mentally Ill Program Description

The Transitional Case Management Program for the mentally ill, provides pre-release needs assessments for inmates identified as participants in the adult prisons' Mental Health Services Delivery System. The University of California Los Angeles Integrated Substance Abuse Programs conducted a process and outcome evaluation of the DAPO Mental Health Services Continuum Program. Observations include inmates who were assessed by TCMP prior to release who were significantly more likely to attend a Parolee Outpatient Clinic than those who did not receive a pre-release assessment (66.2 percent versus 50.8 percent, respectively).

Reducing Recidivism by Identifying Resources

In July 2006, the DAPO began to implement a program that uses contracted social workers (benefits workers) within the prisons to apply for and secure federal and state benefit entitlements prior to an inmate's return to the community. Approximately 17,000, or 15 percent of the annual paroling population, will have applied for benefits under this program.

By establishing federal and state benefits prior to release from incarceration, inmates will have a smoother transition into the community, and will have less dependency on the CDCR for resources, thereby increasing parole success and enhancing public safety.

Mental Health Services Continuum Program, Increased Clinical Services for Mentally Ill Parolees

In July 2006, the DAPO began to enhance the current Mental Health Services Continuum Program and to implement a "reducing recidivism" program, which increases the frequency of clinical services to mentally ill parolees and those identified as being at a high risk of reoffending as a result of a mental illness.



Secretary Tilton congratulates graduates who will soon parole into apprentice carpentry programs with various labor unions.

The target population includes all inmates who are participants while in prison and are within 90 days of release to parole (approximately 17,000).

In-Custody Drug Treatment Program

The In-Custody Drug Treatment Program is a redesign of the previous Substance Abuse Treatment Control Unit. The components include a 60-day, in-custody, educationally-based drug treatment phase, immediately followed by a mandatory 30-day residential aftercare treatment phase, and transitions into a 60-day community-based treatment component.

The program began services in Parole Regions I and II in 2005, with 264 local jail facility beds operating in five locations. The first program in Region IV parole, which can accommodate 24 male beds at the Chula Vista City Jail, started in December 2006.

Parolee Service Center Implementation

In April 2005, the Parolee Service Center program was established to provide housing and programming to parolees who are newly released from prison or who are homeless. The PSC program provides job search training and placement services. In fiscal year 2005-06, the Parolee Service Centers provided housing and services to approximately 4,902 parolees who stayed for periods ranging 90 days to a year.



GPS monitors allow the department to monitor precisely the whereabouts of convicted sex offenders, who are the highest-risk offenders.

Public Safety on Parole

Global Positioning System Aids Sex Offender Monitoring

In June 2005, the Division of Adult Parole Operations implemented a statewide two-year pilot program using a 500-unit Global Positioning Satellite (GPS) system pilot program to monitor and track the movement of high risk sex offender (HRSO) parolees and selected gang members. These offenders were selected based on the level of risk they post to the communities in which they live. In addition, currently there are 40 GPS HRSO caseloads located in 12 counties. Each caseload consists of 20 parolees assigned to one parole agent, and one GPS gang caseload located in San Bernardino.

In October 2005, the DAPO made crime scene correlation available to all California law enforcement agencies who opted to participate in the GPS pilot program. The system provides crime scene correlation analysis that identifies whether one or more parolees on GPS tracking

were in the vicinity of a crime, and the date and time of their travels in a particular area. These services are provided at no cost to participating agencies.

GPS has proven to be an effective public safety supervision tool for the DAPO. More than 160 sex offender parolees have been charged with parole violations as a result of information gleaned from GPS monitoring during 2006. Parole agents have also used GPS technology to detect when identified gang members are associating with other gang members who are violating their curfews.

California Sex Offender Management (CSOM)

In September 2005, the CDCR received a CSOM grant for \$250,000 from the federal Department of Justice, Office of Justice Programs. The CDCR used this money to develop a statewide, comprehensive sex offender strategic plan and policy that will provide a blueprint for the management, supervision, and treatment of all male and juvenile sex offenders under CDCR jurisdiction. The CSOM task force is scheduled to complete the report on their findings by July 2007. The report will include recommendations for improving the management of sex offenders in California.

HRSO Task Force

In May 2006, Governor Arnold Schwarzenegger signed Executive Order S-08-06, directing CDCR to convene a high risk sex offender (HRSO) task force. The task force reviewed current statutory requirements and departmental policies with regard to HRSOs, and to provide recommendations for improvement.

In August 2006, the HRSO task force submitted 10 recommendations to the CDCR Secretary, the Governor and the legislature, to improve departmental policies related to the placement of HRSOs in local communities, enhancing public safety. Working with the Division of Adult Institutions since June 2006, the DAPO has notified local law enforcement of the release of an HRSO parolee to their respective jurisdiction. A policy with procedures on notifying victims of HRSOs some 90 days before an HRSO release was recently distributed to the field parole offices and implemented.

The Governor issued Executive Order S-15-06, directing the CDCR to implement all of the task force recommendations and directing that the task force be expanded to include sexually violent predators (SVPs). The final report was delivered to the Governor in December 2006.

On March 19, 2007, the CDCR, the California Health and Human Services Agency, and the HRSO task force sponsored and conducted the California Summit for Safe Communities. It focused on collaborative solutions for housing high risk sex offenders on release from prison. More than 400 representatives from cities and counties participated in the conference.

CalParole Tracking System Application

In June 2006, the DAPO and the information technology office implemented the automated CalParole statewide parolee tracking system.



The CalParole provides an effective and efficient parolee tracking system which provides law enforcement agencies with accurate, complete and timely parolee information. Furthermore, the tracking system provides the DAPO with a valuable management and statistical tool for use in the general oversight of the division.

In November 2006, the CDCR was recognized with a Best of California Information Technology award in the category of “Best Application Serving Organization Business Objectives” for CalParole.

Improving Systems and Process throughout the Department

“Hard-to Hire” Recruitment

Under the authority and purview of the courts, a massive recruitment and compensation effort has been under way since 2005 to attract and compensate health care professionals who work in prisons at the same pay level of the community at large. This will ensure that the CDCR can choose from the best that the nursing, medical, dental and mental health field can provide.

The CDCR Office of Peace Officer Selection (OPOS) has been creative in its efforts to fill peace officer positions. Prime marketing and ad placement at trade shows, sports events and other community activities with large attendance have assisted in spreading the word about a career at the CDCR. Most recently, signature billboards now blanket the state's highways and communities, promoting careers with the CDCR.

Graduating Cadets into Peace Officer Positions

A Basic Correctional Officer Academy which began in March 2007 was filled beyond capacity with 416 cadets. On that same day, the parole agent academy was also filled to capacity with 40 parole cadets. With these procedures in place, the 'pipeline' of cadets (adult, juvenile and parole) will continue to increase to ensure the peace officer needs of today and tomorrow are met.

Development of the CDCR Interim Exam for the Correctional Officer/Youth Correctional Officer/Youth Correctional Counselor (CO/YCO/YCC) classifications

In December 2006 an updated written selection exam was developed for CO/YCO/YCC job applicants statewide. This examination enables candidates to take a single written test to qualify for three entry-level positions, thereby reducing the length of the selection process. Approximately 800 applicants were administered the exam during its first week of implementation in January 2007.

Salary Compaction

Labor agreements over the years have driven up salaries of line staff, which bump up against the salaries of supervisors and managers. In general, those supervisors and managers gain a "pass through" raise, which maintains the difference. However, various exempt and Career Executive Assignment positions in the CDCR management structure were excluded from these increases, creating compaction between the levels and, in many cases, resulting in subordinate employees receiving more compensation than their supervisors.

This has created significant vacancies in management positions. To address this situation, the Department sought and obtained approval in January 2007 to adjust the salaries of those positions that are directly impacted by compaction. Specific positions have had pay adjusted to establish a five percent difference between levels. To ensure a level of equity among key positions used in the Department, approval was also obtained to increase pay for other specific positions to not only maintain parity in the Department's structure but to also provide recruitment and retention incentives for a two-year period to assist the Department in filling these positions. This change will improve the Department's ability to attract and retain top-level managers as the CDCR continues to reform and improve delivery services.

Administrative and Support Service Reorganization

In March 2007, a second Undersecretary position was created for administrative operations reporting directly to the Secretary. Prior to this, the Secretary had been served by a single Undersecretary position, with primary responsibility for adult operations, adult programs and juvenile justice, and for advocating the administrative and support offices responsibilities. In the 18 months since the CDCR reorganization, it was clear that two positions were necessary, with one position being responsible for operations, and the second (newer position), being responsible solely for administration, auditing, and supervising the support offices and divisions that assist the core CDCR operational responsibilities.

Victim Services Call Center Established

In January 2006 a call center was set up in the Office of Victim and Survivor Services to better assist victims, next of kin and the public to quickly answer their questions. The call center allows a staff member to answer calls between 8 a.m. and 5 p.m., and also allows the individual to leave detailed messages after regular working hours.

Implementation of Plan Addressing Employee Misconduct and the Code of Silence

The Department determined that investigations of staff misconduct were not being uniformly performed statewide and that a "code of



silence” existed among staff, making it difficult for investigators to determine the facts surrounding the allegations of staff misconduct.

As a result, the department took a series of steps to improve the process. The CDCR code of conduct was published in March 2005. Ethics/code of silence training was developed and implemented for all employees and all new cadets by December 2005. A disciplinary matrix listing types of misconduct and associated penalties was created and implemented in March 2005. The matrix is modeled on a statewide law enforcement industry standard. Procedures and formal policies were developed by the Office of Internal Affairs in 2005 to conduct whistle blower and retaliation investigations.

Worker’s Compensation Fraud High Impact Team

California saves money by halting fraudulent payments for medical and retirement claims. Six recent cases resulted in criminal charges, convictions, employee terminations and estimated savings of more than \$1 million. In addition to the convictions, some former employees were ordered to pay restitution fees totaling nearly \$100,000. Due to the successful development of the program, the Office of Internal Affairs will expand the program.

Workers Compensation Settlement Program Reduces Costs

The Office of Risk Management’s centralized workers compensation settlement program continues to reduce settlement costs. For fiscal year 2005-06, the CDCR reduced requested settlement authorizations by more than \$10 million. This figure represents a cost avoidance of the difference between the amounts requested by the State Compensation Insurance Fund and the authority granted by the CDCR for settling claims compromise and release. Although most of these authorizations have not yet resulted in settlements, the CDCR has already realized actual savings of more than of \$1 million as of October 2006 in workers compensation settlement costs.

Medical Chrono Archiving System

The Deuel Vocational Institution and Wasco State Prison piloted the medical chrono archive automated system in April 2006. This program scans medical chronos and was designed to expedite the processing

of inmates from the Reception Centers to General Population Institutions. This program is currently implemented at Central California Women's Facility, California Institution for Women, Deuel, North Kern State Prison, R.J. Donovan Correctional Facility, and Wasco.

Working in Collaboration with Local Law Enforcement and Outside Entities

Major Cases Involving Coordinated Efforts with Local Law Enforcement

Between 2004 and 2006, Office of Correctional Safety agents in conjunction with multi-agency task forces worked statewide in three separate campaigns. They included:

- An international narcotics trafficking and money laundering investigation, resulting in more than 20 arrests in San Diego, Hawaii, and Singapore, and the seizure of more \$500,000 in cash, narcotics, and firearms.
- A two-year investigation of the Mexican Mafia (EME) that controlled local street gangs criminal activities in Orange County, including drug trafficking and murder. The operation culminated with the arrest of 49 gang members, including the leader Peter Ojeda, a high ranking EME member, on federal and state charges.
- An investigation of the EME's criminal activities in the San Diego area. Forty-three EME members and associates were arrested; 30 firearms and ten pounds of methamphetamine were seized, as well as \$59,000 in cash.

CDCR Agents Deputized as "U.S. Marshals"

In 2005, the Office of Correctional Safety (OCS) entered a formal agreement with the United States Marshals Service to coordinate statewide fugitive operations. In May 2006, more than 60 OCS agents were deputized as "U.S. Marshals."





The California State Prison-Sacramento/
Folsom State Prison Honor Guard presents at
the annual CDCR Medal of Valor event.

Working with the Media

Media Contacts

The Office of Public and Employee Communication responds to an average of 375 inquiries each month from newspaper, television, radio and freelance journalists, in addition to news magazine and other media productions.

Media Visits/Filming Approvals

In 2005 and 2006 there were approximately 1,000 media visits to California state prisons. During that time, approximately 3,000 inmates consented to be filmed and interviewed by the news media. Approximately 181 location agreements were reached with production companies to film in adult facilities.



A Prison Industry Authority diving certification program at California Institution for Men drew an enormous amount of media attention.

Recruitment is a top
priority of the CDCR.



A view of CDCR headquarters
at 1515 S Street in Sacramento.



The Future of the CDCR

The next step for the CDCR will be to use the various individual strengths of the various offices and divisions, along with community and law enforcement partners to work together more closely. This will ensure that integration of resources of one office complements the goals and missions of another office and the goals of the community treatment partners and law enforcement agencies.

The return will be greater consistency of policy, public safety and most of all – communications among these critical elements of the CDCR, and the communities and law enforcement agencies that the CDCR depends on to ensure fewer parolees return to prison – and stay productive members in their communities.

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